

WHITE HOUSE
FAITH-BASED
AND
COMMUNITY
INITIATIVES

SOCIAL ENTERPRISE
IN AFRICA:
REINVENTING
PUBLIC PRIVATE
PARTNERSHIPS



Program Overview

February 7, 2008

INTRODUCTION

The White House Office of Faith-Based and Community Initiatives (OFBCI) hosts a monthly Compassion in Action Roundtable series to highlight organizations, programs and policies addressing critical social needs. The roundtables convene and facilitate discussion between policymakers, government officials, philanthropists, and faith-based and community service providers around targeted issues.

These events reveal the President's Initiative as a broad-based, community-centered reform agenda, showcase innovative projects and promising practices, and draw attention to government efforts to expand and support the work of faith-based and community organizations actively engaged in serving their neighbors and communities.

Today's event highlights growing influence of Faith-Based and Community leadership on international social enterprise. With international development transforming from a primarily government-led, programmatic agenda driven by prosperous nations to a new agenda featuring shared responsibility between donor and recipient nations, a proliferation of non-government actions growing at unprecedented levels including many citizen-to-citizen campaigns, we are experiencing an era of reinventing public-private partnerships. Effective partnerships are now being defined by their inclusion of all willing players and their ability to master the process of "sector blending" whereby effective partners in private business, NGOs, and faith and community-based organizations (FBCOs) are included based on their ability to contribute solutions. FBCOs, especially, add much to private-public partnerships including their ability to mobilize human capital, an existing trust and buy-in from local communities, and an established network of relationships and knowledge of customs in the communities where they serve. As development continues to transition from the direct delivery of services to the forging of innovative public-private partnerships, so will FBCOs be vital players in a new global landscape.

The Faith-Based and Community Initiative is built from the conviction that the most effective way to address our communities' great needs is to draw upon the unique strengths of every willing community and faith-based partner. The tremendous growth of social entrepreneurship to meet international needs has demonstrated the transformational power that comes from neighbor helping neighbor – whether home or abroad.

SOCIAL ENTERPRISE IN AFRICA: REINVENTING PUBLIC PRIVATE PARTNERSHIPS

COMPASSION
IN ACTION
ROUNDTABLE

FEBRUARY 7, 2008 2:00 PM – 4:00 PM

2:00 pm Welcome and Introduction

Jay Hein, Deputy Assistant to the President and Director
White House Office of Faith-Based and Community Initiatives

2:10 pm Public/Private Partnerships

Henrietta H. Fore, Director of Foreign Assistance and Administrator, U.S. Agency
for International Development

2:20 pm Success through Partnerships

Jim Thompson, Acting Director, Global Development Alliance, Office of Development Partners
U.S. Agency for International Development

Marvin Baldwin, President and CEO, Foods Resource Bank

Ward Brehm, Chairman, U.S. African Development Foundation

Marc Belton, Executive Vice President, Worldwide Health, Brand and New Business
Development and Foundation Trustee, General Mills Foundation

3:00 pm Microenterprise as Key Strategy for Development

Christopher Crane, President and Chief Executive Officer, Opportunity International

3:10 pm Friends of Rwanda

Dan Cooper, Leader, Friends of Rwanda

Dale Dawson, Founder and CEO, Bridge2Rwanda

John Orrison, Assistant Vice President, BNSF Railway Company

Tom Ritchey, Project Rwanda and Founder, Ritchey Design, Inc.

3:50 pm Partnership Snapshot

Rick Warren, Pastor, Saddleback Church

4:00 pm Adjourn

FBCI SNAPSHOTS: FEATURED PUBLIC/ PRIVATE PARTNERSHIP EFFORTS

Bridge2Rwanda

We seek to create a new generation of well educated, entrepreneurial, servant leaders in Rwanda -- committed to Jesus, their country and to one another. We believe that building such a fellowship is the only means of transforming a nation. We're all about results. Over the last five years, we have partnered with Rwanda's leaders to mobilize individuals and organizations to establish the Sonrise School, one of the country's top academic boarding schools where the majority of students are orphans and the Urwego Opportunity Bank of Rwanda, the nation's largest bank for the poor with over 30,000 borrowers and savings customers. We bring practical marketplace experience to this mission and a passion to see Rwanda become a light to Africa and the world. God is doing something special in Rwanda. We are inspired by the vision that Rwanda can be a demonstration to the world of forgiveness, reconciliation and what God and the human spirit can do together.

Burlington Northern Railways: Rwanda/ Tanzania Rail Corridor

During the UN Assembly in New York City on September 27, 2007 President's Paul Kagame of Rwanda and Jakaya Mrisho Kikwete of Tanzania met with John Orrison of Burlington Northern Santa Fe to discuss the propose railway corridor between Kigali and Dar es Salaam. Both President's discussed the viability of the project with Mr. Orrison and determined it would be an advantageous project for both nations to move forward aggressively. President Kikwete communicated he had always believed in the power of this project and will work with his government to make this dream a reality for Tanzania, Rwanda and the region as a whole.

The Rwandan delegation has since traveled to the US to visit various BNSF sites and learn more about the processes, technologies and infrastructure essential for a flourishing transnational railway. Minister of Infra-

structure Stanislas Kamanzi says the relationship with BNSF has been very beneficial in assisting their guiding and execution of the new rail plans.

A subsidiary of Burlington Northern Santa Fe Corporation (NYSE:BNI), BNSF Railway Company operates one of the largest railroad networks in North America, with about 32,000-route-miles in 28 states and two Canadian provinces. The railway is among the world's top transporters of intermodal traffic, moves more grain than any other North American railroad, transports the components of many of the products we depend on daily, and hauls enough low-sulphur coal to generate about ten percent of the electricity produced in the United States. BNSF Railway is an industry leader in Web-enabling a variety of customer transactions at www.bnsf.com.

Catholic Relief Services: Public/Private Partnerships in Moldova

Working directly with businesses, government, and faith-based organizations, Catholic Relief Services has over the last two years developed innovative job-creation projects throughout the Republic of Moldova that: Reduce rural poverty; Build the resiliency of young rural women to trafficking and other forms of gender-based oppression; Help employers make positive changes in their communities while learning to do business in new ways to meet their human resource needs.

Unique to these initiatives is the faith-based connection between individual churchgoers in the U.S. and Moldovan women who are vulnerable to being sold into the sex trade. The Republic of Moldova, a small country sandwiched between Romania and the Ukraine, is the poorest country in Europe with an extremely high incidence of human trafficking, especially in rural areas. Girls who have little education and no employment opportunities may be lured by advertisements for high-paying work abroad, only to become trafficking victims. The country's high level

of corruption and troubled economy make it hard to change this situation. Despite these tough conditions, public-private partnerships facilitated by Catholic Relief Services have been remarkably successful, bringing local businesses and community stakeholders together with funding from the U.S. government, other public and private sector international donors, and individual Catholics in America to collectively address the compelling issues of human trafficking, poverty and massive out-migration facing Moldova.

In a brief two years, Catholic Relief Services has launched 11 rural job creation projects and nearly 100 community action programs, training over 4000 young Moldovan women and providing guaranteed employment to many others. Catholic Relief Services has worked directly with these young women (most between the ages 18 and 30) in over 100 towns and villages throughout Moldova, as well as with a growing number of businesses to create marketable skills training, personal development and job opportunities. Young girls have gone on to work in varied occupations in the banking, retail marketing and garment manufacturing industries.

In Moldova, these public-private partnerships have created employment and empowerment programs that are more durable than those dependent on purely external funding. Because of Catholic Relief Services' faith-based commitment to stewardship of resources and its approach to working with community partners, the initiatives have leveraged the highest possible private sector and community contribution, which has averaged three dollars contributed for every one dollar of donor funding. Importantly, Catholic Relief Services' outreach to the U.S. Catholic Community also provides a bridge for individuals in the United States wishing to help vulnerable and disadvantaged people overseas – connecting the grassroots to the grassroots. This public-private sector and faith-based approach has provided options and hope to women who might otherwise have few choices.

Food Resource Bank Alliance

The Foods Resource Bank Alliance with USAID fosters food security in poor communities worldwide with community growing projects in the United States. These projects produce corn, soybeans, or wheat, which are sold domestically to fund local food security programs around the world through faith-based organizations such as Church World Service, Lutheran World Relief, and Catholic Relief Services. In sub-Saharan Africa especially, the alliance has helped families produce or earn enough to feed the entire household. Families often have enough left over to barter for staples or sell in order to buy basic medicines or send children to school. In the process, the alliance encourages philanthropy and builds positive relationships between U.S. communities and communities in need overseas.

Friends of Rwanda

Friends of Rwanda (frolr) is a group of individuals loosely connected by a common belief in the leadership of the country of Rwanda. Collectively we use what we have (influence, networks, personal gifts, and resources) to do what we can to partner with Rwanda in its efforts to develop. frolr does not do this out of charity or obligation but rather for the pleasure of being apart of something greater than ourselves. We consider Rwanda to be in the midst of one of the greatest comebacks the world has seen, and we feel lucky to be a part of it.

General Mills Foundation

Our mission at General Mills is to nourish lives in our communities by addressing societal needs with breakthrough ideas, championship people and financial resources. Our strategic objectives are to support innovative organizations and programs that improve our headquarters and manufacturing communities with a focus on youth nutrition and fitness, education, social services, and arts and

culture. In fiscal 2007, General Mills awarded \$82 million to communities across the country, representing more than 5 percent of company pretax profits that year. Everyday, employees and retirees leverage the company's \$82 million in financial contributions to the community by passionately and tirelessly volunteering in their communities. In a 2006 survey, 78 percent of employees across the country said they volunteer either on their own or through company programs. General Mills' volunteer program provides innovative community service opportunities that dovetail with our business as well as with our goal of being civically engaged in the communities where we live and work. Business Week magazine recently ranked General Mills as the one of the nation's "Most Generous Corporate Donors." In addition, the company was listed as one of the top 10 "Best Corporate Citizens" by CRO Magazine, and in 2007, United Way of America honored General Mills with the 20th annual Spirit of America® Corporate Community Investment Summit Award.

PEARL's Coffee Program: Restoring the Potential of the Rwandan Coffee Industry

In the early 1990s, coffee was Rwanda's most lucrative export. The country exported 45,000 tons of coffee in 1990, helping to support millions of Rwanda's small-scale farmers. Events in the 1990s, however, decimated Rwanda's coffee industry. Most importantly, the 1994 genocide claimed the lives of nearly a million Rwandans, destroying Rwanda's economy and erasing much of the specialized knowledge needed to export coffee profitably. Simultaneously, world coffee prices plummeted in the 1990s due to increased worldwide production and consolidation of purchasing by multinational corporations. The price of low-grade coffee has decreased by over 50% since 1990, bringing hardship to millions of coffee farmers in Rwanda and throughout the world. For Rwandans, however, the

added burden of a genocide has made production of coffee especially difficult. The world price of low-grade coffee is now below the cost of production for millions of Rwandan farmers, and as a result, millions of coffee trees in Rwanda are not harvested. Rwanda currently produces less than half the amount of coffee it produced in 1990.

Despite this disastrous chain of events, Rwanda's coffee sector has retained tremendous potential. Rwanda's climate, altitude, and high-quality bourbon-variety coffee trees give it the ability to produce high-quality coffee for the specialty coffee market. As a niche market, specialty coffee has seen sharply rising prices over the last 10 years (today, low-grade coffee sells for 28 US cents per kilo on average; specialty coffee earns 80 cents per kilo). PEARL's coffee program is designed to rebuild Rwanda's agricultural institutions, production capability, and human capital so that the country's small farmers can sell their coffee directly to buyers in the specialty market and receive high prices for their product.

PEARL pursues this goal primarily by creating and supporting coffee cooperatives. Cooperatives allow Rwanda's small growers combine their harvests into container-sized shipments, instead of tiny parcels produced by individual farms. This in turn enables them to sell coffee directly to foreign markets instead of to domestic markets or exporters. More importantly, if a cooperative can consistently produce container-sized quantities of high-quality coffee, its members can sell their beans in the specialty coffee market and receive appropriately high prices for their product.

PEARL has succeeded in organizing nine cooperatives, and has helped three cooperatives build coffee washing stations. The most successful cooperative, called Abahuzamugambi (meaning "people coming together"), currently produces a well-known specialty coffee called Maraba Bourbon which is exported directly to roasters in the U.S. and U.K.

As a result of the cooperative, the Maraba farmers' income has more than doubled, allowing them to purchase essential supplies that were previously unattainable.

A successful cooperative needs more than a washing station and an influx of capital. Growers in the cooperative must understand the coffee market; they must know what kind of bean buyers are looking for; how to grow such a bean; how to identify which members produce high quality beans; and how to combine lots into a consistent, high-quality exportable product. Also, growers must be able to organize the cooperative and distribute its revenue fairly. PEARL works with cooperatives and Rwandan agricultural institutions to build all of this knowledge.

In August of 2004, for example, PEARL ran a course in coffee cupping that trained farmers to identify the quality and distinctive flavor of their coffee. This allows the cooperative to weed out defective or low-quality lots, and to pay farmers based on the quality of the coffee they produce. This in turn creates incentive for farmers to increase the quality of their beans. Farmers' ability to cup coffee is critical to their ability to produce specialty coffee.

PEARL also works to rebuild Rwanda's agricultural research capabilities. PEARL has partnered with Texas A&M and Michigan State to educate dozens of Rwandans in Agricultural Science in the United States. Similarly, PEARL works to extend the techniques developed at Rwanda's agricultural research institutions to production in the field. By helping Rwandans form successful and profitable cooperatives, and rebuilding Rwanda's research capacity, PEARL's coffee program will continue to increase the quality and quantity of coffee being exported from Rwanda for years to come. In so doing, PEARL will make a lasting impact on thousands of Rwandan small farmers.

Project Rwanda

Project Rwanda was founded by Tom Ritchey after he visited Rwanda in 2005, out of his passion for cycling, a love of Rwanda's natural beauty, and the inspiring stories of hope of the Rwandan people. Tom's trip resulted in a realization that the bicycle can be an important tool in rebuilding a country, building national pride and addressing local issues facing Rwanda and other African nations. Project Rwanda currently operates with a small group of like minded Board members who all donate their time and energy to the project. Donations are primarily used to support actual projects, with only a small portion going toward the occasional need for temporary help with clerical and graphic design functions. We estimate currently that 90% of donations are used in support of actual projects. Project Rwanda has no permanent salaried staff, offices or vehicles and utilizes other agencies' staff on the ground in Rwanda to assist with the local support of our projects.

Project Rwanda Mission Statement

Project Rwanda is committed to furthering the economic development of Rwanda through initiatives based on the bicycle as a tool and symbol of hope. Our goal is use the bike to help boost the Rwandan economy as well as re-brand Rwanda as a beautiful and safe place to do business and visit freely.

"To me, the bicycle is just a freedom tool to a bigger vision for Rwanda. As one of the smallest countries in Africa, Rwanda is working its way back to acceptance and legitimacy in the world's eyes following the genocide of 1994. Project Rwanda aims to help those who are persevering under their circumstances to rebuild their lives; reconciliation, healing, redemption and the chance for a healthy recovery is something everyone needs. It's because of their stories of hope and commitment to reconciliation that Project Rwanda exists. Rwanda's underdog status makes this story something inspiring for all to hear."

"Rwandans have learned to not take anything for granted; they have creature comfort needs like the rest of us. They work hard to make a living and provide for their families. One of the benefits of having a specially designed "coffee bicycle" for coffee farmers is the impact on their income potential. For instance, a farmer gets paid more of a premium if they deliver fresher coffee cherries to the washing station. Bicycles are the main mode of transportation and utility in Rwanda, but due to the country's land-locked infrastructure, are very expensive for most people. And, the heavy singlespeed bikes from China and India are not purpose-designed beyond basic transportation. The designing of a specialty load-bearing coffee-hauling bicycle could increase a coffee farmer's earning potential by 30 - 40 percent annually, which benefits everyone in the community."

"I was involved in the birth of the mountain bike, and contributed to taking the initial low-tech/no-tech mountain bike concept and creating a worldwide recreational and racing success story; I see this same potential in assisting Rwanda's innovators, where their resourceful use of the wooden bicycle and determination to create a better lifestyle for their families is affecting change."

"The people involved with Project Rwanda have been voluntarily investing their time, talents and financial resources for a cause we all believe in that is sustainable, worthy, and noble. Your financial investment in Project Rwanda will assist us, and the people of Rwanda, with having a direct impact on the country's economic turnaround, which can further light a fire of positive change for the rest of Africa."

Opportunity International

Opportunity International is one of the world's oldest, largest and fastest growing microfinance organizations providing a wide range of financial services and training to the working poor in Africa, Asia, Eastern Europe and Latin America. Its vision is to allow poor

people to transform their lives economically, socially and spiritually. Founded in 1971 as one of the first microcredit lenders, Opportunity International currently provides small loans – sometimes as little as \$50 – to approximately 1.1 million poor entrepreneurs so they can start or expand a business, develop a steady income, provide for their families and create jobs for their neighbors. In addition to loans, savings deposit serves and client training, Opportunity International is the leading innovator in the development of insurance products designed to provide a financial safety net for the poor. With more than 750,000 policy holders and 3.3 million lives covered in 10 countries, Opportunity International's Micro Insurance Agency is the world's first and largest micro insurance broker. Opportunity is motivated by Jesus Christ's call to serve the poor and carries out its mission by serving clients without regard to religious affiliation. For more information, visit www.opportunity.org.

FEDERAL EFFORTS: REINVENTING PUBLIC PRIVATE PARTNERSHIPS

U.S. African Development Foundation

The United States Congress established the United States African Development Foundation (USADF) in 1980 as an independent public corporation with a mandate to promote the participation of Africans in the economic and social development of their countries. For more than 25 years, ADF has helped grassroots groups and individuals in Africa help themselves by providing the resources they need to advance their own efforts to promote economic and social development. USADF provides small grants of \$250,000 or less to private and other nongovernmental entities in Africa to: Finance sustainable poverty alleviating initiatives that are conceived, designed, and implemented by Africans and aimed at enlarging opportunities for community development; Stimulate and expand the participation of Africa's poor in the development of their countries; and Build sustainable African institutions that foster grassroots development. The principal aim of USADF's grants is to enable grassroots groups to generate increased incomes through productive enterprises that expand the overall economic production capacity and increase the economic security of their families and communities.

USADF believes that local communities are a vital source of ideas and energy for development. The Foundation makes grants directly to African enterprises and non-governmental organizations; none of its resources pass through government agencies or international organizations. USADF has been a pioneer in promoting participatory development. All USADF-funded projects are "made in Africa" - proposed, designed, and implemented by the beneficiaries themselves, with any needed technical assistance and training provided entirely by local experts. USADF's participatory development approach builds local capacity and promotes self-help by unleashing entrepreneurial spirit and mobilizing community resources. USADF's efforts complement larger,

government-to-government assistance programs by tackling problems "from the ground up" and developing new models of participatory development that can be replicated on a larger scale by other grassroots groups and communities, local and international private sector entities, and other development assistance agencies.

U.S. Agency for International Development

As the changing landscape of international aid continues to evolve, so does the relationship of the private sector with developing countries. While official U.S. foreign assistance has doubled over the past decade, with funding doubling for Latin America and nearly quadrupling for Africa, private capital flows to the developing world tripled between 2003 and 2005 alone. This private capital now represents more than 80 percent of funding to developing countries, implying a profound and promising change in the way international development is financed and conducted.

Despite record levels of direct U.S. Government foreign assistance, development challenges are far greater than available public sector resources can cover, demanding a new approach to development: the leveraging of public private partnerships (PPPs). Public private partnerships leverage each partner's resources more effectively than traditional aid partnerships, and they take development beyond the confines of contracted social services and into the domain of civil society. Public private partnerships pull together: NGOs, community groups, corporations, government agencies, foundations, religious organizations, educational institutions, and other entities committed to pursuing common development objectives. These partnerships forge a sense of shared local responsibility and engage indigenous organizations, creating sustainability.

The Global Development Alliance

The Global Development Alliance (GDA), inaugurated in 2001, spearheads USAID's efforts to expand public private partnerships. One of the largest efforts ever to engage the private sector, the GDA has built more than

600 public-private alliances with over 1700 partners. GDA has used \$2.1 billion in government resources to leverage \$5.8 billion in private money, and in the process has mobilized thousands of people.

From the GDAs partnership efforts, both public and private sector institutions gain valuable experience in collaborating and pooling resources, and in so doing, these institutions are exposed to new concepts for addressing developing challenges. Through the GDA, USAID sponsors public private partnerships in every region and every sector of work. Because of its strong affinity with the private sector, GDA investments leverage significant additions to programs to spur greater investment; further develop rural micro-entrepreneurship; and create institutions to improve education, training, and the delivery of health services. All of these support the advancement of democracy by empowering local civil society organizations.

The GDA continuously seeks to facilitate new partnerships. The GDAs Annual Program Statement which allows organizations to submit proposals for new partnership opportunities is found at: http://www.usaid.gov/our_work/global_partnerships/gda/.

Expanding and deepening public-private partnerships are one of the highest priorities at USAID. These partnerships will deliver innovation and results for decades to come and achieve more than any single actor could accomplish alone.

For more information, please visit http://www.usaid.gov/our_work/global_partnerships/fbci/.

U.S. Department of Agriculture

The U.S. Department of Agriculture (USDA) recognizes the important role that faith-based and community organizations play in helping us to better serve those in need. Through our partnership and grant opportunities, USDA welcomes these groups as important partners in our domestic food and nutrition

programs, international food aid programs, and rural development opportunities.

USDA's Foreign Agricultural Service (FAS) works with a variety of cooperating sponsors, including faith-based and community organizations, to provide food aid around the world. These organizations have a long history of partnering with FAS to provide food to hungry people, humanitarian assistance to those in need, and agricultural development support to newly emerging democracies. The following two FAS programs provide such assistance:

- The *McGovern-Dole International Food for Education and Child Nutrition Program* assists countries that have made a commitment to support and enhance the quality of their education and nutrition sectors. A major thrust of the program is school and pre-school feeding to increase access to education, especially for girls.
- The *Food for Progress Program* is designed to support countries that have made commitments to introduce or expand free enterprise elements into their agricultural economies through changes in commodity prices, marketing, input availability, distribution, and private sector involvement.

Partnership in action:

Eleven-year-old Thamina Saromie and her mother Karima live in Afghanistan where her mother is a math teacher at Hatifee School in Herat. Her school has gone from 700 students to 8,000 in 1 year, thanks to the work in Afghanistan of World Vision, a Christian relief and development organization. World Vision, with USDA assistance, has built or rehabilitated 9 schools in Herat, Badghis, and Kabul provinces and has provided tons of food commodities under the McGovern-Dole International Food for Education and Child Nutrition Program to feed 37,000 schoolchildren and 675 teachers. "We are very enthusiastic about the future," says Ms. Melhin, the headmistress. "We

are creating the teachers, doctors, and engineers of the future."

If you would like to learn more about programs listed above, as well as other opportunities for faith-based and community organizations to partner with USDA, please visit www.usda.gov/fbcj.

U.S. Department of Health and Human Services

The U.S. Department of Health and Human Services (HHS) is the United States government's principal agency for protecting the health of all Americans and providing essential human services, especially for those who are least able to help themselves. Each year, HHS administers more grant dollars than all other federal agencies combined—distributing 60% of all federal dollars awarded. With programs covering a wide spectrum of activities, there are many opportunities for faith-based and community organizations (FBCOs) to partner with HHS.

Recognizing that partnerships are needed to sustain programs for the long-term, Congress authorized the President's Emergency Plan for AIDS Relief (PEPFAR) to promote public-private partnerships as a priority element of U.S. strategy to combat the HIV/AIDS pandemic and other global health crises. The key to these relationships is the identification of on-the-ground social entrepreneurs, and partnerships with local governments to ensure that the solutions make sense for, and are owned by, the communities. HHS has taken the lead on several of these partnerships including:

The New Partners Initiative (NPI)

NPI is a \$200 million initiative created under PEPFAR to provide HIV/AIDS prevention and care in the 15 Emergency Plan focus countries. Managed by HHS and the U.S. Agency for International Development (USAID) the NPI is intended to increase the number, involvement and capacity of community and faith-

based organizational partners to help achieve two out of the three Emergency Plan goals: 1) to support the prevention of seven million HIV infections, and 2) to support care for ten million persons affected by HIV/AIDS, including orphans and vulnerable children (OVC). NPI programs will complement existing PEPFAR investments and host-country national strategic frameworks for HIV/AIDS.

The NPI seeks to recruit more local partners and networks of partners that include local organizations to ensure results and sustainability. The NPI is a means of addressing this need by establishing a process of competitive grants for organizations with the desire and ability to help implement the President's Emergency Plan, but have little or no experience in working with the US Government.

The organizations that may receive awards include indigenous and U.S. or international-based NGOs, including faith- and community-based organizations. A total of three rounds of Grant awards are anticipated. Round 1 of the NPI has already been awarded and the technical assistance has been provided through a separate mechanism. The Office of the U.S. Global AIDS Coordinator (OGAC) anticipates that round 2 will be awarded in early 2008 and round 3 will be awarded in the summer of 2008. To date, NPI has awarded 23 grants to partners in 13 of the 15 PEPFAR focus countries.

New Public-Private Partnership to Strengthen Laboratory Systems

The Centers for Disease Control and Prevention Global AIDS Program is the lead implementing agency for strengthening laboratory systems in PEPFAR. In a pioneering public-private partnership, PEPFAR and BD (Becton, Dickinson and Company) will support the improvement of overall laboratory systems and services in African countries severely affected by HIV/AIDS and tuberculosis (TB).

Through this five-year, public-private partnership, valued at up to \$18 million, PEPFAR and BD will work on the ground with national reference laboratories, Ministries of Health, and implementing partners to provide direct support to countries to assist with their efforts to strengthen laboratories. This collaboration will initially target Côte d'Ivoire, Ethiopia, Kenya, Tanzania, Uganda, Malawi, Mozambique, and South Africa and will potentially extend to additional countries.

In the first year, it is estimated that this public-private partnership will increase laboratory capacity by 15 to 20% over what PEPFAR would have achieved in the absence of the collaboration.

Phones for Health

In a cutting-edge \$10 million public-private partnership, the U.S. President's Emergency Plan for AIDS Relief (Emergency Plan/PEPFAR), the GSM Association Development Fund, Accenture Development Partners, Motorola, MTN and Voxiva will leverage technology to connect health systems in 10 PEPFAR-

supported countries by 2010. This partnership will help address the need for a health care infrastructure to adequately address the HIV/AIDS pandemic.

Phones-for-Health will make timely, relevant information available to program managers and service providers, while also helping PEPFAR achieve its ambitious goals — to support treatment for 2 million HIV-infected people, support prevention of 7 million new infections, and support care for 10 million people infected and affected by HIV/AIDS in an accountable and sustainable way.

By working in close collaboration with Ministries of Health and global health organizations, this partnership will develop an integrated set of standard information solutions that support the scale-up of HIV/AIDS, tuberculosis, malaria, and other infectious disease programs in a cost-effective manner that builds local capacity.

For more information, please visit www.hhs.gov/fbc.

BIOGRAPHIES

COMPASSION IN ACTION ROUNDTABLE

■ MARVIN BALDWIN

*President and CEO
Foods Resource Bank*

Marv Baldwin has served as President and Chief Executive Officer of Foods Resource Bank (FRB) since February 1, 2005.

"In Marv Baldwin our search committee has found just the individual FRB needs to make our Christian response to world hunger achieve its growth potential," said Susan Ryan, past chairperson of FRB's board of directors and chair of the search committee. "He is a young man of vision and strong spiritual values. At age 41 he has the leadership ability, integrity, energy, business experience, and passion to drive FRB's impact on world hunger for many years."

FRB, a faith-based non-profit organization, funds overseas food security programs ("helping people from the world's poorest villages feed themselves") from the sale of crops raised by U.S. community growing projects. Smallholder farmers and their families move toward food independence with dignity, while American volunteers, motivated by a desire to help others, discover that working together for a greater purpose enriches life in their own communities. Marv's initial experience with FRB was as a growing project leader.

Prior to joining FRB, Marv Baldwin was a district sales manager for Nalco Company - water treatment technology, where he excelled in achieving organizational goals and proved himself a skilled leader and team-builder. He is a dedicated volunteer himself, and knows how to motivate others to do the same. Wherever he and his family have lived, they have been fully involved in local church life and community-improvement projects. While living in California, Tennessee, and Illinois, Marv spearheaded fundraising and community outreach efforts—whether to build a new church or restore an old one, whether to rebuild a child development center or organize community

growing projects for FRB. He views his assignment with FRB as an opportunity to do more of the same, but with national and worldwide impact.

A graduate of Hope College in Holland, Michigan, Marv resides in Western Springs, Illinois, with his wife Amy and their three children.

■ Y. MARC BELTON

*Executive Vice President, Worldwide Health, Brand and
New Business Development
Foundation Trustee, General Mills Foundation*

As Executive Vice President, Worldwide Health, Brand and New Business Development, Marc has broad responsibilities in several areas. He has overall responsibility for the company's global marketing functions, including Gcom and Consumer Insights, and leads the company's strategic health and wellness initiatives. Marc also has oversight responsibilities for the company's emerging new businesses, including the Small Planet Foods organic business and the 8th Continent soy food and beverage joint venture with DuPont.

Prior to his current role, as EVP, he had oversight responsibilities for Yoplait, General Mills Canada, and New Business Development.

Since joining General Mills in 1983 as a marketing assistant, Marc has held positions with increasing responsibility throughout the company, including president of Snacks Unlimited; president of New Ventures, where he was responsible for a multidisciplinary team that identified and executed strategies to capitalize on new growth opportunities; and president of Big G Cereals. Marc was elected a General Mills vice president in 1991, and senior vice president in 1994.

Marc is a member of the Executive Leadership Council, in Washington, DC. He serves on the board of directors for Navistar International Corporation, and

the Guthrie Theater. He is vice chair and trustee of Northwestern College. He co-chaired the Minneapolis Salvation Army capital campaign and served on the board of directors of Urban Ventures through 2004.

Marc has received numerous awards and recognition including being named one of corporate America's most powerful African American executives by Fortune and Black Enterprise magazines.

He grew up in West Hempstead, NY. He received a bachelor's degree in economics from Dartmouth College in 1981 and an M.B.A. in marketing and finance from the University of Pennsylvania's Wharton School of Business in 1983. Marc and his wife, Alicia, reside in Minneapolis.

■ WARD BREHM

Chairman

U.S. African Development Foundation

In May 2004 President Bush appointed Ward Brehm to *The United States African Development Foundation* and was subsequently confirmed by the United States Senate. A month later President Bush named Brehm Chairman of USADF based upon his extensive personal history and experience in Africa.

USADF is the only US Government agency capable of making direct investments into African enterprises with the mission being to assist the poor in Africa through business development and job creation. Brehm has provided USADF with a bold new vision that has helped attract the matching of American taxpayer funds by African nations. Brehm has also introduced direct market linkages to major American corporations such as General Mills, Target and Cargill.

Brehm's experience also stretches into the diplomatic field having represented America as part of two Presidential delegations to The Democratic Republic

of Congo and Benin. He has also served as a delegate to two African Growth and Opportunity (AGOA) forums in 1995 and 1996 with a third scheduled for July 2007.

Brehm has been a bridge to bringing strong bipartisan support within the American government for USADF's mission. He has brought leaders from both sides of the aisle together to unite in the fight against starvation, poverty and disease on the African continent. Using relationships built over many years, Brehm has also been personally involved in the peace and reconciliation efforts in Burundi, Rwanda and the Democratic Republic of Congo bringing a model of reconciliation based upon faith, friendship and common understanding..

As a humanitarian and outspoken "voice" for the poor, Brehm has traveled to Africa over 30 times since his first trip in 1993. He initiated the Windpump Project to bring clean water to remote areas. He has funded numerous ventures to help the poor help themselves. He has also led teams of American businessmen and members of Congress to Africa showing them firsthand both the poignant lessons and the great needs of that remarkable yet deeply troubled continent.

In addition to helping facilitate high level meetings in African State Houses, Brehm has also gained invaluable insight by living amongst the African poor. He took a 6 day journey far from safety and his comfort zone along the Uganda/Kenya border with only his friend from the Pokot tribe as his guide. That journey became the subject of his second book, *White Man Walking* published in 2003. His first book, *Life Through a Different Lens*, captured both the wonderful lessons as well as great needs of Africa.

In his "civilian life", Ward Brehm is the founder and Chairman of The Brehm Group, Inc. and Capstone Advisors Inc, two national insurance consulting firms based in Minneapolis, Minnesota. He has been mar-

ried to his wife, Kris, for 27 years, and they have three children Andy, Michael and Sarah. He lives in Orono, Minnesota.

■ DAN COOPER

Leader

Friends of Rwanda

Daniel Cooper is a partner with Fox River Financial Resources (FRFR), founded in 1993 by Joe Ritchie. He joined the firm in 1997 and since then has helped manage a number of FRFR's investment initiatives including an education company, an iron foundry, various real estate developments, and investments in Russia and Japan.

Dan pioneered Fox River Financial Resources's behavior-based investing strategy in public U.S.-based securities, out of which grew Fox River Capital (FRC). FRC's core strategy consists of buying and holding U.S. equities whose managements' behavior exemplifies the highest level of character and integrity.

Additionally, Dan and Joe Ritchie have worked together in private sector foreign diplomacy efforts with the countries of Iraq, Afghanistan, and Rwanda. Daniel leads Mr. Ritchie's involvement in Afghanistan, having made several trips to the country post 9/11. He also leads all of Mr. Ritchie's work with the countries of Rwanda and Tanzania, working with Presidents Kagame of Rwanda and Kikwete of Tanzania, and others within their governments to attract American business to the region. Most recently Dan has focused on building a railroad from central Tanzania to Kigali, Rwanda.

Dan received a B.A. in political science from Calvin College in 1997. He and his wife Elisabeth and their son Simon live in Geneva, Illinois.

■ CHRISTOPHER CRANE

Opportunity International

President and Chief Executive Officer

Chris Crane is president and chief executive officer of Opportunity International, one of the largest micro-finance organizations in the world, operating in 28 countries. Opportunity has more commercial banks serving the poorest of the poor than any other institution. Since joining Opportunity in 2002, Opportunity's revenues have grown at a 30 percent annual rate, and the number of poor entrepreneurs served has grown by 31 percent annually. Opportunity currently has 1 million active loans to microfinance entrepreneurs and covers over 3 million lives with microinsurance. Opportunity has committed to help 100 million people rise above poverty by 2015.

Chris previously served as president and chief executive officer of COMPS InfoSystems, Inc. in San Diego, Calif. He acquired COMPS in 1992 and sold it in 2000. During his eight year tenure, COMPS grew from a small, print-based publishing firm covering commercial real estate sale information in four western states into an electronic database publisher with 420 employees and coverage of 50 of the top real estate markets nationwide. Chris oversaw the acquisition of 13 companies, raised two rounds of venture capital and led the company in an initial public offering (IPO). In 1998, COMPS was one of only two companies to receive the "Best Practices Award - Unleashing the Power of Technology" sponsored by the San Diego Business Journal, and in 1999, Chris was named "Entrepreneur of the Year" in San Diego by Ernst & Young and USAToday Newspaper.

From 1988-1992, Chris served as group president and board member of Nitches, Inc., a clothing company in San Diego with \$150 million in annual sales and operations in 17 developing countries. Prior to that, Chris was vice president of corporate development of Oster Communications, Inc., an information publishing

company operating in 16 countries, and was a partner of Graystone Capital, a venture capital firm in Denver, Colo.

Chris's passion is helping impoverished women and men. He served on the board of both Rosie Grier's Impact Urban America and Youth with a Mission, and has been on 32 trips to Mexico to build homes for the poor.

Chris earned an MBA from Harvard Business School, a B.S., *summa cum laude*, in finance from Boston College and studied economics, art, and music for two years at the University of Vienna, Austria. Since 1990, he has been a member of the Young Presidents' Organization, a group of 8,500 company presidents in 60 countries.

Chris has been married to Jane since 1983 and they have one son, Andrew - a college freshman, who has worked in microfinance in Peru, Dominican Republic and Nicaragua.

■ DALE DAWSON

*Founder and CEO
Bridge2Rwanda*

Dale is Founder & CEO of Bridge2Rwanda, a US nonprofit committed to creating tomorrow's leaders by building schools and businesses in Rwanda. He also chairs the Opportunity International President's Council and serves on the boards of Urwego Opportunity Bank of Rwanda and Leadership Network/Halftime.

During his business career, Dale (a University of Texas graduate) has been a CPA, an investment banker and an entrepreneur. He was a partner and National Director at the global accounting firm, KPMG; head of investment banking at Stephens Inc (twice); and Chairman & CEO of TruckPro, the country's largest independent distributor of commercial truck parts, which he sold to AutoZone in 1998.

■ HENRIETTA H. FORE

*Director of Foreign Assistance and Administrator,
U.S. Agency for International Development*

Henrietta H. Fore was nominated by President George W. Bush on May 7, 2007, and confirmed by the U.S. Senate on November 14, 2007 as the new Administrator of the U.S. Agency for International Development (USAID). In that capacity, she is concurrently designated by Secretary of State Condoleezza Rice as the Director of U.S. Foreign Assistance. As the first female Administrator of USAID, she is responsible for managing U.S. foreign assistance, including support to countries recovering from disaster, trying to escape poverty, and engaging in democratic reforms. She oversees a staff of approximately 8,000, of whom more than 75 percent are working overseas in USAID field offices.

Immediately prior to her confirmation as USAID Administrator, she served as Under Secretary of State for Management, a position she held beginning in August 2005. Prior to this appointment Fore served as the 37th Director of the United States Mint in the Department of Treasury between August 2001 - August 2005. She had also been a Presidential appointee at the U.S. Agency for International Development from 1989 -1993, first as Assistant Administrator for Private Enterprise in the U.S. Agency for International Development and then Assistant Administrator for Asia.

In addition to her foreign policy experience in government service, Henrietta Fore has held leadership positions in numerous international non-profit organizations. She was a Trustee and Executive Committee Member at the Center of Strategic and International Studies. She also served as Chairman of the Audit Committee and Member of the Executive Committee of the Aspen Institute Board of Trustees. In addition she served as a Trustee or Director of the Asia Society, The Asia Foundation, The Institute of the Americas, and the United States Committee of the Pacific Economic Cooperation Council.

As Director of the United States Mint, Ms. Fore managed the world's largest manufacturer of coins, medals, and coin products. The United States Mint produced 13 billion coins in 2004 for the nation's trade as well as gold, silver and platinum bullion coins and commemorative coins and medals for investors and collectors.

Earlier in her career Ms. Fore was a successful business woman running her own company and serving on the boards of public corporations. She was Chairman and President of Stockton Wire Products, a manufacturer and distributor of steel products, cement additives and wire building materials for the U.S. and European construction industry. She served on the Corporate Boards of the Dexter Corporation and HSB Group Inc., both listed on the New York Stock Exchange.

Henrietta has a Bachelor of Arts degree in History from Wellesley College and a Master of Science degree in Public Administration from the University of Northern Colorado. She received the 2004 Alumnae Award from the University of Northern Colorado and the 2006 Alumnae Award from the Baldwin School. She has also studied International Politics at Oxford University and studied at Stanford University Graduate School of Business. She is married and lives in Washington, D.C., and Nevada. She is a keen sailor and collector of antique Holsman Automobiles.

■ JOHN WILEY ORRISON

*Assistant Vice President – Service Design & Performance
BNSF Railway Company*

John Orrison joined BNSF Railway Company in December 2005 as Assistant Vice President – Service Design & Performance. John manages and directs the development of BNSF Railway Company network plans for the operation of daily merchandise train service over one of the largest railroad networks in North America, with 32,000 route miles in 28 states and two Canadian provinces. The railway is among the world's

top transporters of intermodal traffic, moves more grain than any other North America railroad and transports the components of many of the products that we depend upon daily.

John has worked in virtually every position within the railway industry – starting in 1976 as a cooperative education student with Southern Railway in Atlanta earning his Bachelor in Civil Engineering from Auburn University – John began his railroad career as an Engineer designing and building railway lines, yards and structures. While at Southern Railway, John assisted the company in their merger with Norfolk Western and with the creation of Norfolk Southern Corporation.

John received his MBA with honors from Harvard University and joined CSX Transportation Company in 1985. While at CSX, John held senior positions in Strategy, Operations Research, Field Operations and Network Planning. In 1997, John wrote the USDOT Surface Transportation Board (STB) Operating Plan for the acquisition of Conrail.

John has held consulting positions in the past to assist development of the 2020 plan for the Ports of Long Beach and Los Angeles. He has also work on transport related projects at both the government and private business levels in Mexico and in Brazil.

John is currently involved in an advisory role with the governments of Rwanda and Tanzania for the development of a new rail link to unite their countries and surrounding countries of the East Africa Community.

■ TOM RITCHEY

Project Rwanda

Founder, Ritchey Design, Inc

Tom Ritchey is a former national level racer, passionate rider and resourceful product designer with a unique, common sense approach to building the best road and mountain components available.

Tom was on the scene with other pioneers in the early days of mountain biking and he saw numerous ways to improve the equipment they were using. But his desire to build better parts wasn't rooted in some grand business plan – many parts simply didn't exist and the ones that did required substantial improvement. Tom saw an opportunity to develop lighter, stronger, better components.

Starting in high school, Tom was focused on saving weight without compromising the strength of the racing bicycles he built for himself. Over the years Tom's focus has shifted from frame building to component design, but his obsession with functional, lightweight and reliable equipment has not wavered.

Tom's interest in adventurous travel while having his own bike available, led him to create the perfect solution – the Break Away travel bike, which easily checks through as personal luggage.

A knack for developing and refining manufacturing processes and using the best resources available has furthered Ritchey's reputation as one of the most prolific component manufacturers in the industry. Many Ritchey designs and manufacturing methods have become industry standards. The success of Ritchey products in international competition has validated Tom's ideas and generated valuable feedback to further refine and develop new Ritchey products.

Tom still puts in 10,000 miles a year on his bike, constantly thinking of ways to make it better. These miles of experience and unending passion for bicycles shine through in every detail of a Ritchey component.

■ JIM THOMPSON

Acting Director, Global Development Alliance, Office of Development Partners

U.S. Agency for International Development

Jim Thompson is the Acting Director of the Global Development Alliance (GDA) at the United States Agency for International Development (USAID). In this role, he reaches out to USAID missions and private-sector partners to create sustainable alliances. By bringing together public and private information, technology, resources and creativity, the GDA business model is able to solve complex problems facing government, business, and developing communities.

Mr. Thompson joined GDA in 2004 and was responsible for building partnerships in Europe and Eurasia and in agriculture programs worldwide. He also redesigned the Alliance Builder training curriculum and was GDA's primary facilitator for training, conducting Alliance Builder training sessions in Washington, at individual USAID Missions, and at regional training conferences around the world.

As a USAID Food for Peace Officer between 1996 – 1998 and 2001 – 2004, Mr. Thompson served as Washington's liaison to the United Nations World Food Program (UNFWP), writing policy recommendations for U.S. Government interventions and representing the U.S. Government at UNWFP executive board sessions in Rome. He rewrote the Food for Peace monetization field manual in 1998 and conducted monetization field workshops in Guatemala, Haiti, Kenya, and Washington. In the aftermath of

Hurricane Mitch, he served on USAID's Disaster Area Relief Team in Guatemala and oversaw the determination of the appropriate food aid response.

While serving in the USAID Bureau for Europe & Eurasia from 1998 – 2001, Mr. Thompson redesigned USAID's Cognizant Technical Officer (CTO) government contract management training program and delivered over 20 weeklong training courses, in Washington, Hungary and El Salvador.

Mr. Thompson served as a Contracting Officer for five years, working for USAID's Europe and Eurasia Bureau and for the Global Health Bureau. Additionally, Mr. Thompson successfully helped to reengineer the criteria for the National Institute of Health's Contractor Performance Review system shared by all of the civilian federal agencies.

Before joining USAID, Mr. Thompson worked at the Department of Energy, where he managed a \$500 million sales program of oil from the Naval Petroleum Reserves. Mr. Thompson has a Bachelor of Arts degree in International Relations from St. Joseph's University in Philadelphia. He earned a Master of Arts degree in Political Studies on a Rotary Graduate Fellowship at the University of Auckland in New Zealand.

countries and hundreds of denominations who have been trained by Warren. As an author, he wrote *The Purpose Driven Life*, the bestselling hardback in American history, according to *Publisher's Weekly*. It has sold 30 million copies in English and was the best-selling book in the world for 3 years, in over 50 languages. As philanthropists, Rick and Kay Warren give away 90% of their income through three charities: Acts of Mercy, which serves people with AIDS, Equipping Leaders, which trains leaders in developing countries and The Global PEACE Fund, which fights poverty, disease, corruption, and illiteracy using local congregations. Warren was born in San Jose, California. He earned a Bachelor of Arts degree from California Baptist University, a Master of Divinity from Southwestern Theological Seminary, and a Doctor of Ministry degree from Fuller Theological Seminary. Rick and his wife, Kay, live in Trabuco Canyon, California and have three children.

■ RICK WARREN

Pastor

Saddleback Church

Dr. Warren is a global strategist, innovator, author, philanthropist, and pastor. As a global strategist, Dr. Warren advises leaders in the public, private, and faith sectors on, poverty, health, education, corruption, leadership development, and faith and ethics in culture. As a pastor, he founded Saddleback Church in Lake Forest, California, with one family in 1980. As an innovator he built the Purpose Driven Network, a global alliance of over 400,000 pastors from in 162

